

## Shah S. Ardalan, Ed.D.

### President

Lone Star College-University Park

Houston, Texas

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## PROFESSIONAL SUMMARY

*A transformative and inspirational leader with progressive comprehensive experience in community college, university, and global corporate leadership. A genuine servant leader with a proven record of advancing equitable socio-economic mobility through inclusive, innovative, and insightful strategies that inspire faculty, staff, and administrators to collaborate and increase enrollment, student success, and workforce development.*

*An energetic and charismatic leader with modest beginnings who succeeded to serve as an Instructor, Research Associate, Director of Business Development, Associate Vice President, Special Assistant to President, Vice President, Chief Information Officer, Vice Chancellor, Chief Executive Officer, and College President.*

## EDUCATION

### 2017 **Doctor of Education in Community College Leadership**

John Roueche Graduate Center at National American University, Austin, Texas

### 1989 **Master of Science in Electrical Engineering**, North Carolina A&T State University, Greensboro, NC

### 1986 **Bachelor of Science in Physics**, University of North Carolina at Greensboro, NC

## PROFESSIONAL EXPERIENCE

### **President, Lone Star College-University Park, Houston, Texas**

**Sept. 2012 - present**

*Established in 2012 and enrolling about 12,000 students per semester, Lone Star College-University Park is the sixth addition to the Lone Star College System. LSC-University Park has been recognized as one of the fastest-growing and most innovative institutions of higher education in the country. LSC-UP is home to Energy & Manufacturing Institute, Center for Science and Innovation, and soon (2024) Visual & Performing Arts Center. ([www.lonestar.edu/UP](http://www.lonestar.edu/UP))*

- Impeccable relationship and collaboration with faculty has resulted in consecutive years of enrollment growth and equitable increased student success. LSC-UP students are more diverse than the community we serve.
- Inspired and led faculty, staff, and administrators to commit to student success in nationally unprecedented ways.
- Continuous and direct interactions with students to solicit feedback, ensure their success, and promote a strong sense of belonging. Examples: new student orientation, visiting classes the first week of semester and asking students not to quit without giving me or my team a chance to help, co-hosting a monthly student open forum with Student Government Association President, having lunch with different groups of students, participating in finals week activities and giving students snacks and encouragement, or playing Ping-Pong with students.
- Built a modern student-employee-centered college through innovation in cultural evolution, structural design, and organizational maturity. The cultural transformation started by creating a culture of open innovation, adding a culture of evidence, growing it with a culture of inquiry, and completing the evolution with a culture of impact.
- Remained grounded and directly connected with our core mission by participating in the joy of teaching as an invited guest at several classes and visiting lecturer for community college leadership doctoral students to teach current topics like Technology, Student Success, Big Data, Transformative Leadership, and Change Management.

- Provided leadership and supported faculty to start new workforce and continuing education programs and offer new degrees and certificates that meet the needs of the industry. Examples include Mechatronics, Advanced Manufacturing, Converged Technologies, Corrosion, Data Analytics, Artificial Intelligence, and medical Coding.
- Actively supported and funded every initiative by faculty. Examples include creation of Hispanic Achievement Center, Safe Zone, Puente, Student Success Initiative, ReadUP (common read), and GradUP (FTIC graduation).
- One of the few colleges with a specific budget for innovation and professional development for all full-time and part-time employees, including adjunct faculty.
- Built multi-level partnerships with universities and Independent School Districts, resulting in significant growth in transfer and dual credit offerings and LSC-UP receiving several appreciation and recognition awards.
- Founded and hosted Open Innovation conferences that attracted experts from the United States and abroad. Speakers included the Mayor of Houston, Rice University's President, and many progressive industry executives.
- Served on many external boards and LSC Foundation Board. Transformed friend-raising into fundraising opportunities for endowments, program sponsorships, scholarships, and gifts. Also, led fundraising for capital improvements and construction of Innovation and IOT labs and a 3-story teaching geology rock wall.
- Increased efficiency, effectiveness, and inclusion by creating a Think Tank that involves the greatest minds from across the college who are selected through an application process. They provide ideas, foster innovation, and offer new perspectives. They work closely with Chief Innovation Officer and the Data Team.
- Created structured multifaceted means of constantly seeking internal and external feedback and meaningful exchange of ideas through promoting participatory governance and leadership by faculty, staff, mid-management, and student groups, and by forming unique advisory councils. For example, the Marketing Advisory Council (MAC) includes marketing, advertising, and data experts from prominent organizations like Ford Motors, Microsoft, Chevron, Apple, United Airlines, Amex, Amazon, and Warner Bros.

#### **Chief Executive Officer, Lone Star College-University Park, Houston, Texas**

**Sept. 2011 – Sept. 2012**

*Funded by a successful bond referendum, Lone Star College System acquired an expansive 1.3 million square foot facility nestled in 71 acres (once home to Compaq Computer's World Headquarters) in 2009. The facility opened its doors as an education center in 2010 and I was entrusted by the Chancellor and Board of Trustees to transform it into the 6<sup>th</sup> college.*

- Inspired and engaged faculty, staff, students, and the community to use the concept of Open Innovation in creating a "Campus of the 21<sup>st</sup> Century" with a theme of "Invitation to Innovate." The new college was created with a unique shared and participatory governance model, attracted exceptionally innovative faculty and staff dedicated to student success, uses the latest technology including a fully digital library, and has modern student support services. It also housed four universities, a charter school, a children academy, a full service conference center, LSC Corporate College, and several corporate tenants.
- Developed strong and mutually beneficial partnerships with Independent School Districts, universities, industry, and the community that resulted in extra support for student success and increased enrollment.
- Within 12 months of strategy creation and implementation, the team including our students were recognized for innovation by Digital Center for Education, White House Office of Science and Technology, Texas State Senator Dan Patrick (now Lt. Governor), U.S. Department of Education, EDUCAUSE, and League for Innovation.
- Led the LSC-University Park's accreditation efforts as Lone Star College System's sixth comprehensive college by SACS-COC and proudly dedicated it to the community as their "community's college" on December 6, 2012. LSC-University Park enrolled about 4,600 students, and I was named its founding President.

#### **Vice Chancellor and CIO, Lone Star College System, Houston, Texas**

**Jan. 2008 – Sept. 2011**

*Lone Star College System has been serving the greater Houston area since 1972. LSCS consists of eight colleges, 12 centers, two university centers, and Lone Star Corporate College. LSC offers high-quality, low-cost academic transfer and career training education to 87,000 students each semester in over 170 programs of study. LSCS is recognized as one of the top degree producer education systems in the nation. ([www.lonestar.edu](http://www.lonestar.edu))*

- Advanced student access and success by providing vision and leadership to deploy the most modern technologies and online services to faculty, staff, and students. Integrated faculty and other leaders in the entire design and implementation of initiatives that would prepare students for a global knowledge economy.
- Reduced faculty and staff frustrations, and increased student access and success. In just 18 months, the previous technology that was failing 2-3 times per day was replaced with one of the best and most reliable in the country.

- Envisioned and funded innovation grants available to faculty and staff at each of the colleges, totaling over \$500,000 per year. This resulted in numerous initiatives supporting student success and innovative teaching pilots.
- Worked with the Chancellor and Board of Trustees to envision, secure funding, and implement bold strategies that would enable Lone Star College's growth from 32,000 to over 100,000 students per semester.
- In collaboration with faculty, restructured and redesigned online support and Learning Management System, resulting in growing online courses and degree offerings and increasing reliability and quality of service.
- Created total transparency and meaningful participation and collaboration across the colleges by implementing an inclusive governance system that welcomed and leveraged input from faculty, staff, and students.
- Recruited, mentored, developed, and inspired a competent team that I first ensured they understand the mission of community colleges and the role of faculty in turning that mission into reality, and then allowed the team to take calculated risks in pursuit of historic accomplishments in student access and success. Received extensive number of national and international recognitions for leadership in technology and online.
- Inspired, mentored, and groomed several employees to become senior executives, including presidents, in vibrant institutions and complex organizations.

### **Vice President of technology, College of Southern Nevada, Las Vegas, NV**

**Aug. 2006 – Jan. 2008**

*Located in Las Vegas, Nevada, the College of Southern Nevada (CSN) is among the top 10 largest multi-campus community colleges in the U.S.A. The college consists of 3 main campuses and 11 remote locations. (www.csn.edu) NOTE: I was an employee of SunGard Higher Education assigned to CSN to provide technology services leadership and serve as CIO.*

- Named as one of the nation's leading strategic Chief Information Officers for new and exceptional improvements in instructional and student success support services and resources.
- Collaborated with faculty to develop online programs in Hospitality Management, Business Management, Criminal Justice, and other disciplines.
- Served on President's Cabinet, responsible for providing the vision, leadership, implementation, and management necessary to transform CSN to a modern college with the deployment of the latest educational technologies.
- Enhanced communication at all CSN campuses and locations by deploying the newest digital signage technology.
- Increased faculty and student support by establishing 24x7 helpdesk services. Resulted in increased student enrollment and retention and offered more support to current and planned distance learning initiatives.
- Worked with faculty, staff, and administration and facilitated the development of the college's strategic, tactical, communication, and security plans.

### **Vice President for Technology Services, San Juan College, Farmington, NM**

**July 2004 – Aug. 2006**

*San Juan College (SJC) is a two-year higher education institution that offers over 130 academic and career and technical education to approximately 10,000 students seeking academic credit programs, workforce training to approximately 4,000 students, and delivers non-credit community learning classes to 1,800 students annually. (SanJuanCollege.edu) NOTE: I was an employee of SunGard Higher Education assigned to SJC to provide technology services leadership and serve as CIO.*

- Earned local and national recognitions for empowering and inspiring faculty to use the latest technology to innovate and to build and offer unique and creative distance learning programs, like courses in 5-minute modules and hybrid chiropractic program.
- Advanced student success by serving on the President's Cabinet and helping guide the institution in formulating strategic direction in support of instructional and administrative operations.
- Worked with SJC Foundation and creatively gave computers and laptops to local community members and students.
- Developed and fostered a strong relationship with the college's Board of Trustees and community leaders.
- Improved online service offerings and ranked in the top 10 Digital Campus by the American Association of Community Colleges (AACC) in 2005.
- Actively participated in the Academic Quality Improvement Program (AQIP) and degree-specific accreditation process review, development, and improvements at the college.
- Engaged and involved with faculty, staff, and students in overall coordination and development of institutional master, strategic, and operational planning.

*A member of the Texas A&M University System, Prairie View A&M University (PVAMU) is the second-oldest public institution of higher learning in the state of Texas. PVAMU offers baccalaureate degrees in 35 academic majors, 30 Master's degrees, and five doctoral degree programs through nine colleges and schools. (www.pvamu.edu)*

**Associate VP of Operations and CIO**

1998 - 2004

Served on the President's Cabinet to lead and guide the institution in formulating strategic direction in support of instructional and administrative operations. Responsible for providing vision, leadership, planning, and supervision of all information technology systems and services for the University. Provided reports and support to the Texas A&M University System, Texas Higher Education Coordinating Board, State of Texas Legislative Budget Board, and Texas Department of Information Resources (DIR).

- Supported faculty by upgrading the entire IT infrastructure and enterprise services with the most modern instructional technologies, services, and tools.
- Reorganized, realigned, and led a team of IT professionals with over 400 years of combined work experience serving approximately 1,100 faculty and staff members and over 7,800 students per semester.
- Promoted student success by starting one of the nation's first laptop university pilot programs at Historically Black Colleges and Universities with exceptional success.
- Improved PVAMU's online services to ranking number one in the nation among 110 Historically Black Colleges and Universities (HBCUs).
- Worked with faculty and administration by getting actively involved and engaged in SACS and many discipline-specific accreditations, including Engineering, Architecture, Computer Science, and Education.

**Special Assistant to the President, PVAMU**

1995 - 2002

Primary advisor to the President on university-wide operational and strategic issues, including integration of teaching, research, and services. Provided daily technical, strategic, and implementation assistance to the University President in resource allocation, environment health and safety, crisis management, restructuring and reorganization, privatized housing, New Science Building, Juvenile Justice Center, Office of Civil Rights (\$400 million OCR – Texas Commitment to PVAMU), and most other significant initiatives.

*Starting in 1998, my responsibilities expanded.*

**Director of Business Development, College of Engineering, PVAMU**

1994 - 1995

Responsible for marketing College of Engineering's capabilities to government and private sectors. Initiated development and execution of funding efforts and technical proposals between faculty members and corporations.

- Participated in source identification and growth of funded research at the college from \$2.2 million to \$5.7 million per year in 18 months—the highest total ever for the college and PVAMU.
- Cultivated strong relationships with faculty and external funding agencies like the U.S. Air Force.

**Senior Systems Analyst, College of Engineering, PVAMU**

1993 - 1994

Served as a special assistant to the dean. Responsible for helping students as well as designing and prototyping hardware systems and Printed Circuit Boards (using Magic and Mentor Graphics).

- Mentored students for local and national engineering competitions in robotics and solar car designs and races.
- Served as hardware and state-of-the-art CAD expert in different stages of technical proposals such as Center for Manufacturing Technologies (\$10.6 million funded by DoD) and NASA Radiation Center (\$6.5 million).
- Enhanced fast circuit prototyping capabilities of the University by using and coordinating the donation of Mentor Graphics Computer-Aided Design (CAD) software package to PVAMU (Estimated over \$4.8 million).

**North Carolina A&T State University, Greensboro, NC**

**1988 – 1993**

*NCA&T is a public, doctoral research, land-grant university committed to exemplary teaching and learning, scholarly and creative research, and effective engagement and public service. (www.ncat.edu)*

**Research Associate, Electrical Engineering Department** – ASIC chip and PCB design. Corporate relations (1989-1993)

**Instructor for Upward Bound Program** – Taught four math and computer science classes (Summer 1989)

**Graduate Research Assistant, EE Department** – Conducted R&D for US Submarine combat system (1988-1989 PT)

## **PROFESSIONAL DEVELOPMENT** *(Partial Listing)*

Dealing with Difficult People and Difficult Situations, Harvard University \* Developing a Positive Organizational Culture Using Appreciative Inquiry \* Program on Negotiation for Senior Executives, Harvard University \* StoryBrand (Developed adjunct faculty communication strategy) \* Design Thinking \* Antiracism: From Understanding to Action \* Managing Emotions in the Workplace \* Presidents Fundraising Academy \* Microaggression \* Center for Houston's Future.

## **INDIVIDUAL AND TEAM AWARDS** *(Partial Listing)*

Community College President of the Year, SAFE Diversity Communities \* Innovation Award, Houston Business Journal \* International Center for Innovation in Education Award (ICIE) \* U.S. Department of Education Business Start-up Challenge for students (First Place) \* Shirley B. Gordon Award of Distinction, Phi Theta Kappa \* Bellwether Finalist, ECPS: Linking Student Pathways to Careers \* League for Innovation Award \* Exemplifying the Profile of a Leader Award, Klein ISD \* Innovation of the Year Award by Campus Technology \* IMS Global Impact Award for Research \* Carl Nelson Administrative Leadership Award, Texas Association of Community Colleges \* America's Top Educational Innovators, Converge Magazine \* Innovator Award, Technology Innovation in Education \* IMS Global Impact Award: National Reach.

## **PROFESSIONAL AND COMMUNITY SERVICE** *(Partial Listing)*

College Board, Trustee \* Houston Northwest Chamber of Commerce, Past Board Chair \* Higher Education Research and Development (HERDI), Board of Directors \* Pearl Fincher Museum of Fine Arts, Board of Directors \* Greater Houston Partnership, Technology Committee \* American Heart Association, NW Harris County, Past Chair \* Texas Association of Community Colleges (eLearning Committee) \* Small Business Today Magazine, Advisory Board \* City of Houston's Citizenship Month, Honorary Co-Chair \* EDUCAUSE, Current Issues Committee \* Nevada System of Higher Education CTOs \* New Mexico System of Higher Education, CHECS Board of Directors \* Texas System of Higher Education, LOAN STAR \* LEARN Board of Directors (State of Texas) \* Global Energy Transition (GET), Executive Board.

## **PUBLICATIONS AND PRESENTATIONS** *(Partial Listing)*

*Over 100 articles, press coverages, interviews, papers, book chapters, and conference presentations.*

- Transformative Leadership Based on Cultural Evolution, League for Innovation 2023 (Accepted)
- A Flood, a Deep Freeze, a Pandemic: The Making of Generation R, AACC 2022
- You Commit, We Commit, You Graduate! AACC 2021
- Challenge Accepted: Increasing Graduation Rate by 300% in Three Years! AACC 2020
- Puente at Lone Star College-University Park: Bridges to Success, AACC 2019
- Data is Not Enough: Engaging the Board to Act on Completion, AACC 2018
- Colleges Can Support Men of Color, College Board Forum 2018
- Upward Mobility: Trustees' Impact on Student Graduation Rates, ACCT 2018
- Building Reforms to Scale for College Readiness and Completion in Indiana and Texas, AACC 2017
- Listening to Students' Values, AACC 2016
- Global Education and Training, AACC 2016
- Leveraging Business Incubation and Co-working Spaces to Enhance the Innovation and Entrepreneurship Ecosystem of the College, AACC 2016
- Helping Developmental Students Speed Up, AACC 2015
- Community Colleges: The Perfect Enterprise for the 21st Century, Community College Week, POV, May 2014
- Turning Big Data Analytics into Personal Student Data, Educause 2013
- Community and Vocational Colleges and Their Role in Preparing Students for the Global Economy, Chinese Bridge Delegation to China, 2013
- Hispanic Achievement Ecosystem at Lone Star College, HACU International, 2013
- A Community College of the Future Here Today! League for Innovation 2012
- Leading the Way to a Greener Campus, Educause 2011
- Featured in CIO Digest for a Texas-sized Vision, July 2010